The KHRIS Connection

Linking Our Employees to the Future!

Kentucky Human Resource Information System

The Personnel Cabinet publishes this newsletter to provide updates on the KHRIS project.

Issue Number 2   November/December 2007

In This Issue:

KHRIS Project, Business Process Team Lead
Larry Gillis

Dear Team Member:

As the Business Process Team Lead, my responsibilities include providing direction for the team, meeting with state government leaders to gain input, researching concepts, communicating the business needs to the project team and carrying out various other day-to-day activities to implement KHRIS. This is both a challenge and a privilege for me.

November marks the end of the To-Be Workshops and the beginning of the Playback Sessions (other areas of the newsletter explain this in more detail). The To-Be Workshops involved a total of over one hundred participants, including representatives from most state government agencies. These sessions were interactive and informative and proved extremely beneficial.

During the course of this project, some employees have been more involved than others, depending on the amount of guidance, review and feedback that was needed. Everyone's contribution to KHRIS is appreciated and serves to enable KHRIS to best meet our human resource information management needs.

Feel free to contact me with questions or concerns as we move forward in this exciting time with the implementation of KHRIS.

Sincerely,

Larry Gillis
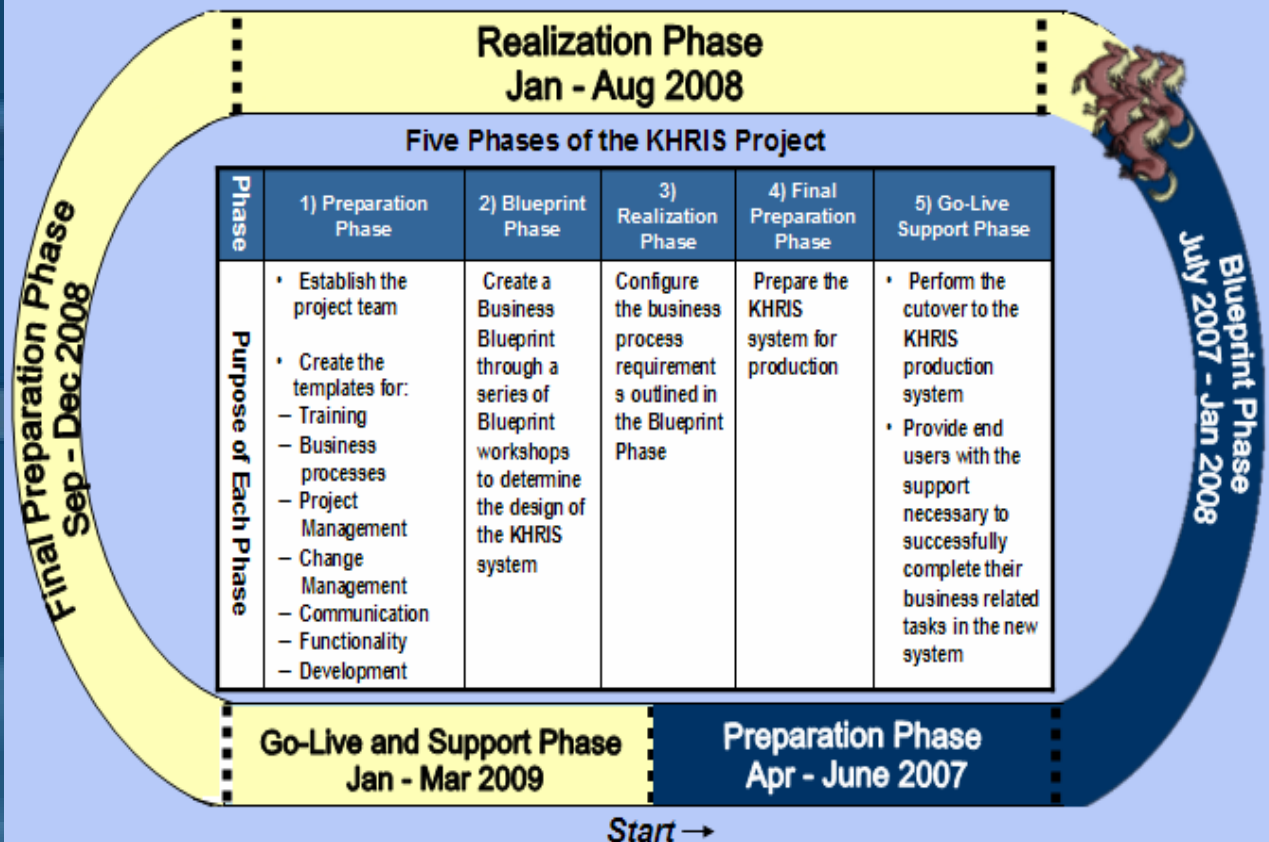
September to October 2007 Review

The KHRIS Project Management Office (PMO) is responsible for planning, organizing, directing, and managing the day-to-day activities of the project and maintaining the project schedule. The PMO identifies and manages project scope, issues, and risks and reports project progress. The PMO serves as a bridge between the KHRIS Project Team and the Project Director, Project Sponsor and executives. The PMO is comprised of Michele Kays (KY), Latonia Dooley (KY) and Sandya George (IBM).

The As-Is Sessions and the To-Be Workshops in the Blueprint Phase have now been completed. The To-Be Workshops were comprised of 7 to 10 working sessions for each business process area of KHRIS. Since the main objective of KHRIS is to enhance the way state government manages its business and employee information, these workshops focused on understanding how KHRIS should be configured to meet state government's human resources information management needs.

In each To-Be Workshop, questions were raised about how KHRIS should function. To further consider the needs of each business process, some additional To-Be Workshops were held in November. As a result, the project planning schedule was modified.

Realization Phase
Jan - Aug 2008

Final Preparation Phase Sep - Dec 2008

Blueprint Phase July 2007 - Jan 2008

Five Phases of the KHRIS Project

Phase	1) Preparation Phase	2) Blueprint Phase	3) Realization Phase	4) Final Preparation Phase	5) Go-Live Support Phase
Purpose of Each Phase	• Establish the project team • Create the templates for: – Training – Business processes – Project Management – Change Management – Communication – Functionality – Development	Create a Business Blueprint through a series of Blueprint workshops to determine the design of the KHRIS system	Configure the business process requirements outlined in the Blueprint Phase	Prepare the KHRIS system for production	• Perform the cutover to the KHRIS production system • Provide end users with the support necessary to successfully complete their business related tasks in the new system

Go-Live and Support Phase Jan - Mar 2009

Preparation Phase Apr - June 2007

Start →

September to October 2007 Review (Continued)

Rod Rayment (IBM) asks for feedback on a process flow projected on the screen at a Benefits Accounting To-Be Workshop. This feedback creates the foundation for the initial design for KHRIS.

Rhea Evans (IBM) draws a process flow based on comments from the group at an Organizational Management To-Be Workshop.

November to December 2007

Once the To-Be Workshops were completed, the Playback Sessions were held. The Playback Sessions were held during the first two weeks of December. The Playback Sessions focused on communicating decisions made during the To-Be Workshops and gaining feedback on gaps needing consideration.

Each Playback Session was a 3 to 4 hour presentation focusing on the following:

• Objectives – The objectives each business process seeks to fulfill. These relate to fulfilling the requirements for each business process.

• Summarization of Workshops – This was an overview of what was presented during the 6 to 10 To-Be Workshops, current business processes addressed, and discussion of future business design and configuration.

• Demonstrations – This was either a MS PowerPoint view of some of the functionality of KHRIS, a live online demonstration in KHRIS, or both.

• Key To-Be Process Flows – A description of the main steps and interfaces that occur during a particular business process.

• Decision Points – A list of key decisions that were made during the To-Be Workshops and corresponding leadership meetings.

• Feedback Forms – Forms that were provided during a Playback Session to gain feedback from participants in these sessions.

• Next Steps – Description of how each business process will be developed and documented in the KHRIS system. This includes reviewing documentation, loading the documents into SAP, and further updates.

Participants in the Playback Sessions were provided feedback forms. The feedback forms and verbal comments made during the Playback Sessions were the main methods for gathering feedback on the Playback Sessions.

The next step after the Playback Sessions is the formal review of the existing KHRIS configuration and design documentation. These source documents form the Business Blueprint Document and describe how each business process will work within KHRIS.

Overview of the KHRIS Functional Area: Enterprise Structure

The Spotlight features one specific aspect of KHRIS's functionality in each issue. This month the Spotlight focuses on Enterprise Structure. Enterprise Structure defines the way KHRIS will be logically organized and how the various parts of the organization structure will relate to one another. Enterprise Structure will affect all of the business processes and determine at a higher level how each process will set up its more detailed rules. The Enterprise Structure is developed to assign employees to specific groups. The main areas of grouping are: Personnel Area, Personnel Subarea, Employee Group, Employee Subgroup, and Payroll Area.

Personnel Area
A Personnel Area is a specific entity within the Personnel Administration structure. It is a subunit of the organization and each Personnel Area must be unique and assigned to one company code. Personnel areas are used for reporting purposes, validating authorizations, setting up planned working times, and generating default information in employee master records and pay records. Examples of potential personnel areas are: Executive, Judicial and Legislative.

Personnel Subarea
Personnel Subareas are subdivisions of the Personnel Area. Personnel Subareas are used to describe the public holiday calendars, the payroll structures, and the time management structures. Personnel subareas can also be subdivisions of the personnel area by function (i.e. human resources, finance). Examples of personnel Subareas within Executive are: Full Time Exempt, Full Time Non Exempt, and PT<100 Exempt.

Employee Group
Employee Groups are used to classify employees in general terms in the KHRIS system. Employee groups allow default data to be generated for payroll accounting, serve as selection criteria for reporting, and constitute an authorization check. Examples of Employee Groups are: 18A, Chapter 16, State Active Duty, and Personal Service Contract.

Employee Subgroup
Employee Subgroups are subdivisions of Employee Groups. Employee subgroups subdivide employee groups according to the employee's status. Using the examples above, the Active Employee Group can be subdivided into exempt and non-exempt status for overtime pay. Another Subgroup can divide employees who are paid on an executive pay scale from those paid on a salaried or hourly pay scale. Examples of Employee Subgroups within 18A are: P1 Salary 40 hour, P1 Salary 37.5 hour, NP1 Salary 40 hour, and NP1 Salary 37.5 hour.

Payroll Area
The payroll area classifies all the employees for whom payroll runs at the same time. The payroll area also defines the frequency with which an employee is paid. An example of a Payroll Area is Semi-Monthly.

Introduction

In the last newsletter, we talked about why change is hard – because it disrupts our expectations. Change causes us to be temporarily disadvantaged because we don't know enough about how we will be affected by something new, and how well we'll be able to handle it. In this edition, we'll talk about the "secret ingredient" that it takes to be successful at change.

Change Management Tip #2: The Secret Ingredient

Have you ever set out to do something that was really important to you, like lose weight, quit smoking, or get more education, and yet failed? You set a goal and you have a plan (like a diet), and yet, despite all your efforts, the status quo wins out, and not much changes.

The answer is usually that you have two of the three necessary ingredients for change. Having a goal or vision is important – even if the picture is a little fuzzy in the beginning. And a plan (like a diet, or saved tuition money) is essential – a goal without a plan is just a wish. But there's one more thing that's needed – **Dissatisfaction**. That is, enough dissatisfaction with the way things <u>are</u> to make it worth the effort it takes to change well established habits. The dissatisfaction can also be positive - a burning desire for something to be better or different (like more education) – but honestly, that's usually a bigger challenge. (Threat is simply a greater motivator than opportunity.)

We call that strong reason to change the "burning platform". In 1988, there was a catastrophic fire on an oil platform in the North Sea. One man, awakened by the explosions, stumbled to the edge of the platform and jumped – <u>150 feet down</u>, in the middle of the night, into 40-degree water with oil and debris burning on the surface. The life expectancy in that cold water is fifteen minutes. Miraculously, he was picked up by a rescue boat and survived. The next day an interviewer recited those conditions and asked, "Why did you jump?!?" His answer – "It was either jump or fry. I chose probable death over certain death."

That's pretty dramatic, but the term "burning platform" has come to illustrate how we need a compelling reason in order to undertake major change. We have the best chance of success when the cost of the status quo is greater than the cost of change (where cost equals risk, time, money, sacrifice, and/or lost opportunity).

With KHRIS, nobody is getting burned up! But we have a big opportunity to replace a 25-year-old system and improve our efficiency, business processes, information management, and other areas. That's our burning platform, and although it's a little scary at first, we can't wait to jump!

At home and at work, when your change efforts aren't working out even though you really want them to, remember the secret ingredient. If the answer to the question, "What would happen if I didn't (make this change)?" is "Not much", then you have a really tough challenge ahead. Articulate and remind yourself daily what unacceptable things (like bad health or outdated skills) will happen if you stay where you are, build your own burning platform, and jump!

Frequently Asked Questions (FAQs) are updated bi-monthly. Go to the KHRIS link on the Personnel Cabinet web site to check for updates (See link below). Here are a few of examples of recently added KHRIS FAQs.

Q) What are the differences between the intranet, internet and extranet?
A) Intranet is a private computer network within state government. Internet is a worldwide, publicly accessible series of computer networks available through the world wide web. Extranet can be understood as a private intranet mapped onto the internet. KHRIS will be housed on a state government extranet.

Q) What are ESS and MSS?
A) Employee and Manager Self-Service (ESS/MSS) is a web application portal integrated with the KHRIS system. Employees can display and update personal information, enter working time, enroll in benefits, and view pay statements. Managers and Personnel Administrators have the ability to process personnel change requests, display employee details, and approve workflow tasks. An example of a workflow task is the approval of a leave request.

Q) What are Playback Sessions?
A) Presentations providing an overview of future design to a broad audience and identifying any needs not yet addressed for KHRIS. This is based on data gathered during the To-Be Workshops.

Q) What is the Business Blueprint Document?
A) A detailed document which describes how KHRIS will be designed and implemented. It will include required functionality and identify gaps for KHRIS.

For More Information

To learn more about KHRIS and its implementation, please visit the KHRIS link on the Personnel Cabinet web site at http://personnel.ky.gov/programs/khris.

How To Contact Us

If you have any comments or suggestions regarding *The KHRIS Connection,* please contact the KHRIS Communications Team at Personnel.KHRISproject@ky.gov.